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Accelerate Speed to Mission Impact

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ACCELERATE

Speed to Mission Impact

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**NPS Acquisition Research
Symposium 2019**

<https://aida.mitre.org/accelerate/>



MITRE

Purpose / Outline

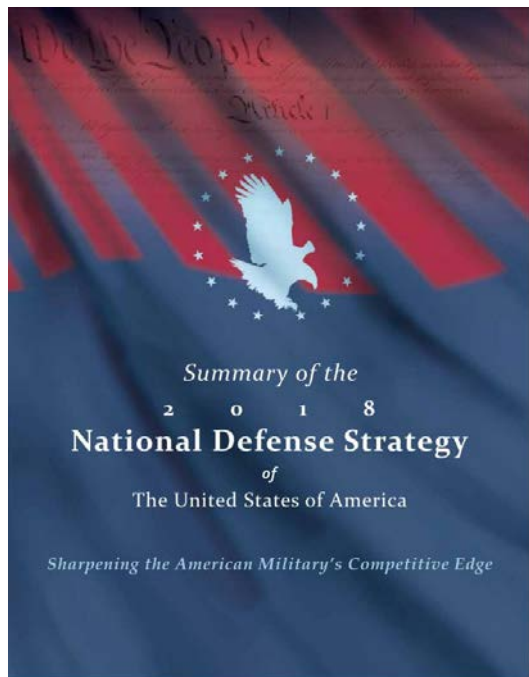
Research Question:

What are the proven strategies for organizations to deliver capabilities faster?

- **Need for Speed and Barriers to Going Fast**
- **Research Approach**
- **Initial Set of Accelerate Strategies**

National Defense Strategy – Accelerate

“Success goes to the country that better integrates technology and adapts its way of fighting. Our response will be to prioritize speed of delivery, continuous adaptation, and frequent upgrades.”



- Deliver at the speed of relevance
- Organize for innovation
- Streamline rapid, iterative approaches from development to fielding

Leadership Need for Speed



"We need to move faster!"
Dr. Griffin, USD(R&E)



"It's all about velocity"
Ms. Lord, USD(A&S)



"Focus on speed-to-field"
Mr. Shaffer, DUSD(A&S)



"U.S. lost its ability to go fast"
Gen Hyten, USSTRATCOM
and nominee for VCJCS



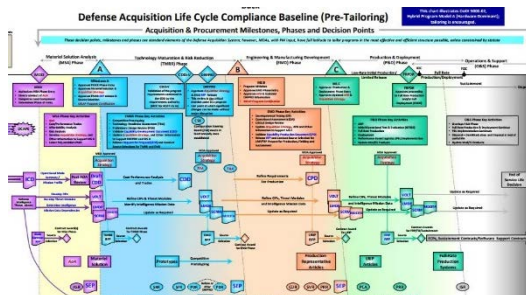
"We have to go faster"
Mr. McCarthy, USecA



"Velocity is my advantage"
Mr. Guerts, Navy SAE

We're Not Positioned for Speed

Lengthy, Complex Acquisition Environment



Large, Overly Defined, Static Requirements



Lengthy Budget Processes with Onerous Rules



Lengthy Contracting Timelines and Protests



Siloed, Large, Complex Systems and Extensive Testing



Risk-averse Culture Many Reviews and Docs

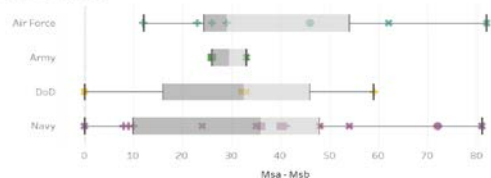


And we wonder why it takes a decade or longer to field

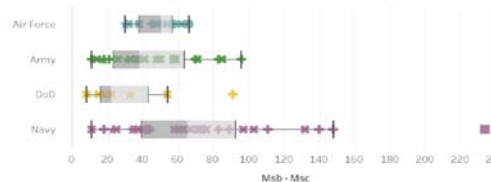
Accelerate Research Approach



A to B Boxplot



B to C Boxplot



- Identify exemplar organizations and programs
- Interview key leaders and practitioners
- Capture insights from executive speeches
- DoD schedule analysis – identify edge cases
- Read reports, program documents, and articles
- Drafted set of strategies and tactics
- Shared with key practitioners across DoD
- Advised pilot programs – applied strategies
- Iterated based on results, feedback, new insights

Accelerate Strategies and Tactics

Culture

- Develop Culture Change Plan
- Culture of Experimentation
- Delegate Decision Authorities
- Recognize Your People
- Communicate Why
- Run With Scissors
- Train Your People

Requirements

- Deliver a first MVP ASAP!
- Iterate, Iterate, Iterate
- Build a Portfolio of Requirements
- Think Inside the IT Box
- Manage Dynamic Backlogs
- Engage Your Users Regularly
- Activate the Stormdraining

System Design

- Modular Open Sys Arch
- Just Keep Trimming
- Ride the Simplicity Cycle
- Cross the Valley of Death
- Apply Design Thinking
- Think Holistically
- Own the Technical Baseline

Execution

- Think Portfolios, Not Programs
- Adopt Agile Practices
- Lean on Me
- Form Small High Perf Teams
- Do Just Enough Docs
- Minimize Doc Coordination
- Tailor Acquisition Pathways

Contracting

- Speed with the FAR
- Tap an OTA Consortium
- Make a Broad Agency Announcement
- Challenge Industry to Demonstrate Solutions

Initial set designed to help *Accelerate* programs

Accelerate Culture

- Flatten the organization and delegate decision authorities
- Identify a program champion from the operational environment
- Set expectations, establish goals, and provide incentives
- Support higher risk tolerance – fail fast and learn

Accelerate Strategies

- Develop Culture Change Plan
- Culture of Experimentation
- Delegate Decision Authorities
- Recognize Your People
- Communicate Why
- Run With Scissors
- Train Your People



<https://aida.mitre.org/accelerate/culture/>

Accelerate Requirements

- **Smaller the scope, faster the delivery – 80% solution today!**
- **Smaller requirements docs = rapid – Don't overly define solution**
- **Operational sponsors capture high level objectives via short docs**
- **Empower a Product Owner to set vision, shape detailed requirements**
- **Current release should leverage only mature technologies/COTS**

Accelerate Strategies

- **Deliver a first MVP ASAP!**
- **Iterate, Iterate, Iterate**
- **Build a Portfolio of Requirements**
- **Think Inside the IT Box**
- **Manage Dynamic Backlogs**
- **Engage Your Users Regularly**
- **Activate the Stormdraining**



<https://aida.mitre.org/accelerate/requirements/>

Accelerate System Design

- **Reuse** – Someone probably solved your problem already
- **Modularity** – Ensures design is responsive to new requirements
- **Simplicity** – Complexity adds friction, fragility, and unpredictability
- **Focus Priorities** – Reduces wasted time and missed opportunities
- **Smallness** – Large programs cost more, take longer, and do less

Accelerate Strategies

- **Build a Modular Open System Approach**
- **Just Keep Trimming**
- **Ride the Simplicity Cycle**
- **Cross the Valley of Death**
- **Apply Design Thinking**
- **Think Holistically**
- **Own the Technical Baseline**



<https://aida.mitre.org/accelerate/system-design/>

Accelerate Execution

- A small, high performing team will outperform a very large team
- Frequent coordination with end users reduces operational risks
- Constraints foster creativity by eliminating the obvious solution
- Build for the short term, resist unnecessary delays
- PM's influence is inversely proportional to the program's budget

Accelerate Strategies

- **Think Portfolios, Not Programs**
- **Adopt Agile Practices**
- **Lean on Me**
- **Form Small High Perf Teams**
- **Do Just Enough Docs**
- **Minimize Doc Coordination**
- **Tailor Acquisition Pathways**



<https://aida.mitre.org/accelerate/execution/>

Accelerate Contracting

- Contracting is a holistic business strategy for the organization
- Leverage existing contracts/resources before developing new ones
- Engage contracting as partners to achieve mission objectives
- Gov't – contractor relationship must be a partnership to succeed
- Gov't and contractors must be incentivized for speed

Accelerate Strategies

- **Speed with the FAR**
- **Tap an OTA Consortium**
- **Make a Broad Agency Announcement**
- **Challenge Industry to Demonstrate Solutions**



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Summary

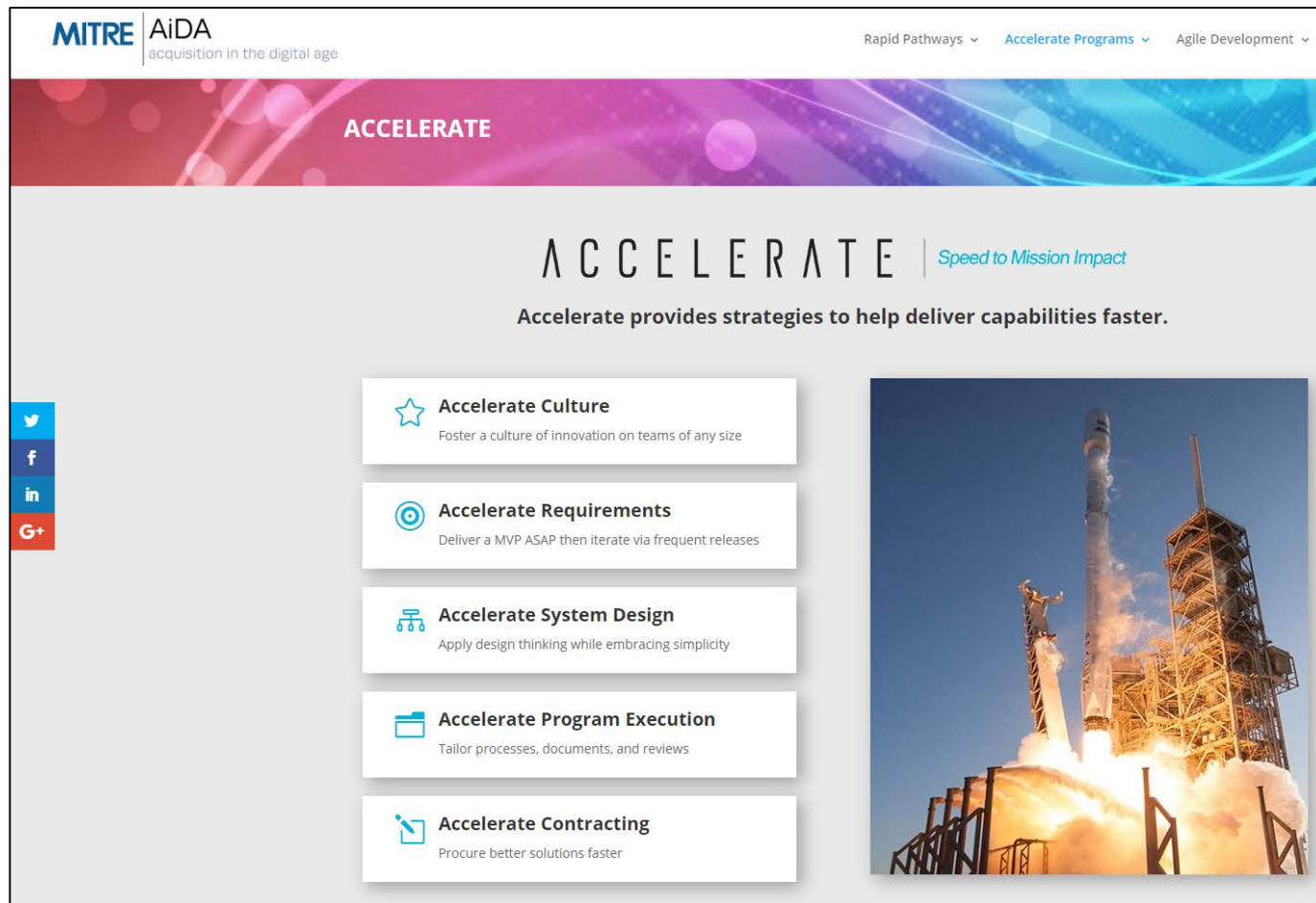
- Urgency to deliver programs and capabilities sooner
- Leadership must establish a culture focused on speed – many are
- Attack the biggest schedule drivers – lean out the processes
- Rethink core elements of design, contracting, requirements, docs
- Mix of strategies and tools tailored to each organization/program

A dark blue rectangular graphic with a subtle, abstract pattern of light blue and white lines. The word "ACCELERATE" is centered in large, white, sans-serif capital letters. Below it, the phrase "Speed to Mission Impact" is written in a smaller, italicized, teal-colored font.

ACCELERATE

Speed to Mission Impact

View Accelerate Strategies Online



<https://aida.mitre.org/accelerate/>